



US Army Corps
of Engineers

Vol. 27 Issue 4
May 2006

Huntsville Center Bulletin

On page ...

- 2** Commander's column
- 4** Center hosts Small Business Open House
- 6** Corps capitalizes on military experience
- 8** Center sponsors Earth Day activities
- 13** Children come to work
- 16** Ethics Corner

*Mark your
calendar now...*

June 16
11 a.m.



Huntsville Center Awards Day Picnic

NASA Picnic Grounds
on Redstone Arsenal



Eighteen Huntsville Center employees graduate from latest Leadership Development Program

**By Becky Proaps
Public Affairs Office**

Yes, yes, yes. Take Level II of the Leadership

Development Program offered by the Huntsville Center. That was the overall consensus of the latest LDP II graduates. In April 18 employees graduated from

the year-long course.

Before graduating the individuals in the class were required to give final presentations based on some

See LDP II on page 7



Photo by Becky Proaps

Ginger Gruber, left, Chris Newman, Dustin Ray, David Jacobs, Darlene Stapler, Bill Noel, Cheryl Renz-Olar, Emily Baine, Chris Cochrane, Col. John Rivenburgh, Huntsville Center commander, Jean Allan, and Deborah Walker gather in the command conference room before starting the Leadership Development Program Level II graduation presentations. Not pictured are Quintessia Fuller, Susanna Schorn, Bob Schneible, Audrey Nore and Todd Watts.

Huntsville Center awards \$20 million task order for support to Coalition Munitions Clearance

Public Affairs Office

HUNTSVILLE, Ala. — The U.S. Army Corps of Engineers, Engineering and Support Center, Huntsville, on March 29, awarded a Firm-Fixed Price Task Order potentially worth nearly \$20 million to provide non-personnel engineering and administrative support services in support of the

Coalition Munitions Clearance Program in Huntsville and Iraq.

USA Environmental Inc., of Oldsmar, Fla., will provide support for the International Operations Center in Huntsville; and Quality Assurance/Contract Surveillance Representatives and Operational Support to Camp Victory, Iraq.

The task order award, if

all options are exercised, is worth an estimated total amount of \$19,996,258.72 for 33 months of performance.

The award is for a one-month base period with 32, one-month options.

Huntsville Center is a Corps of Engineers Center of Expertise for Military Munitions Response action cleanups.

Commander's thoughts

April Showers bring May Flowers! Actually the start of summer is coming, and school will be out soon.

We've recently had several senior leader panels and I thought I'd share some thoughts on ways to meet success.

— First and foremost do your job well, and take on challenging assignments. Use your résumé to celebrate all your difficult and challenging assignments, to include details, developmental assignments and disaster relief and Global War on Terror taskings.

— Take on other responsibilities that let the panel know you are investing in the organization as well as earning your pay.

— Improve yourself. Earn a master's degree, become a professional

engineer, a certified public accountant or project management professional.

Take on the challenges of our Leadership Development Program and teams like the PIG (Process Improvement Group).

— Once you have made the short list to be interviewed, you shift from long-range planning to short-range execution.

— Ask recently promoted folks for advice. Ask your supervisor or another director or division chief to chair a "mock panel" for you.

— Be well rested for your interview. Come in with a clear head and your brain in the receive mode. Listen to the questions and answer all parts of each question.

— Make a clear, succinct opening statement. Know why you want the job. Getting your high 3 is probably not going to impress most panel members.

— Know the basics of being a supervisor : responsibilities, how to build organizations and how to handle employee challenges.

— Close the deal! It helps to finish strong.

— After a selection has been made, seek out feedback from members

of the panel, successful or not. If you are selected for a position, it shouldn't be your last quest for advancement.

I challenge each of you to reach for the brass ring. Don't fall into a self-inflicted trap that will make you wish you had tried for more when you look back at your life experience.



Col. John D. Rivenburgh

The Bulletin asks:

In honor of Mother's Day, what are the most important values your mother instilled in you?



Andrew Lenoir III
Business Management Office

First, my mother instilled in me to treat people the same way I wanted to be treated. And more importantly, to respect women the way I wanted my mother and my sister to be respected. With that in mind, I learned how to earn respect by respecting others. Thank you Momma. Secondly, she instilled in me to do my very best. And, when I do my very best, that's all people can ever ask of me.



Nell Allen
Engineering Directorate

Honesty and respect for myself and others are two important values my mother instilled in me.



Jennifer Kelley
Engineering Directorate

The most important values my mother has instilled in me are to always be myself and to stand up for what I believe in. She has taught me to be an honest, loving and caring person. I am really thankful to have such a wonderful mother.



James Terry
Information Management Directorate

The most important values my mother instilled in me are belief and trust in God, respect for others and patriotism. All three of these seem to work well together. The Bible tells us that "with God all things are possible." Respect for others is required by the Golden Rule. Patriotism follows because our nation is built on religious freedom.



US Army Corps
of Engineers

The Huntsville Center Bulletin is printed by digital copier as an unofficial publication authorized under the provisions of AR 360-1. Opinions expressed are not necessarily those of the U.S. Army. Inquiries can be addressed to Public Affairs Office, U.S. Army Engineering and Support Center, Huntsville, Attn: CEHNC-PA, P.O. Box 1600, Huntsville, AL 35807-4301. Phone: DSN 760-1693 or commercial (256)895-1693. The Bulletin is also online at www.hnd.usace.army.mil. Circulation: 1,000.

BULLETIN

Commander..... Col. John D. Rivenburgh
Chief, Public Affairs..... Kim Gillespie
Editor..... Becky Proaps

BRAC, Army Transformation among issues discussed at Installations Symposium

By Debra Valine
Public Affairs Office

KANSAS CITY, Mo. — Leaders in the Installation community addressed key issues facing the Army at the second annual Installations Symposium April 4-6. The Association of the United States Army sponsored the event.

Many of the issues revolved around Base Realignment and Closure (BRAC) and Army Transformation. Standardization of facility design, environmental analyses, streamlined construction and commercial acquisition practices appear to be the only way to meet the demanding facilities challenges being presented by BRAC, Integrated Global Presence and

Basing Strategy (IGPBS) and Army Modular Force. To obtain the benefits of standardization, members of the Installation community must change the way they do business.

Among the speakers at the opening day session were the Honorable Keith Eastin, assistant secretary of the Army for Installations and Environment; Lt. Gen. David Petraeus, commander, Combined Arms Center; Lt. Gen. Carl A. Strock, chief of Engineers, and Maj. Gen. Michael Rochelle, director of the Installation Management Agency.



Photo by Debra Valine

Lt. Gen. Carl A. Strock

Eastin discussed installation funding. He said the bottom line is that garrisons need to look at services and determine if they are truly necessary and are being optimally performed. He suggested that to save money, garrisons must be innovative in the provision of services.

"We need to re-look the services that installations provide," Eastin said. "Nothing should be considered sacred. You will get suggestions from above. You are going to be asked to take careful scalpels to the services you provide because we have to cut money. Be very realistic in what

See Symposium on page 12

New civilian personnel system kicked off April 30

By Kathleen T. Rhem
American Forces
Press Service

WASHINGTON, D.C. — The first phase of the new National Security Personnel System launched April 30. "Spiral 1.1" includes 11,000 Defense Department civilian employees throughout the United States.

"The most important message is that we are ready," said Mary E. Lacey, NSPS program executive officer. "Employees are trained, supervisors are trained, leaders are leaning forward and we're ready to go."

Lacey explained that employees in the first

group to enter the program "have been working on performance standards that are outcome-based and measurable so that as they go into NSPS they will know what performance is expected of them right from the beginning."

The Corps of Engineers is not part of Spiral 1.1. Implementation of NSPS within the Corps is anticipated for FY07, but the Spiral and date of implementation are not known at this time.

"DoD still has not announced which activities will be included in future Spirals for implementation," said Toni Hamley, a human

For more information about NSPS, visit the Web at <http://www.cpms.osd.mil/nsps/>

capital manager with the Huntsville Center's Business Management Office. "The Civilian Human Resources Agency, including our CPAC/CPOC, is on schedule to implement April 30. Since we still anticipate implementation during FY07, we will be projecting the required NSPS training for FY07 during the Annual Training Needs Survey that we plan to kick off May 1."

Program officials originally planned to include about 60,000 employees in

Spiral 1.1, but several factors, including ongoing litigation over collective-bargaining rules, contributed to the need to curtail that number.

Lacey explained that officials reconstituted the group so it included only nonbargaining-unit employees. The number also had to be cut because of delays in implementation brought about by the legal issues.

NSPS officials want employees to know that they will be closely monitoring the program's implementation to immediately deal with any problems that may arise during the transition.

Center hosts 7th Small Business Open House

**By Becky Proaps
Public Affairs Office**

The 7th Annual Small Business Open House welcomed 263 contractors to the Huntsville Center April 5.

“The small business conference allows the Center to present its unique programs and projects to a large audience in a short period of time,” said Judy Griggs, chief, Small Business Office. “It gives contractors the opportunity to present capability briefings directly to the project managers and allows for an exchange of current and upcoming projects on a one-on-one basis.”

Women-owned, veteran-owned and HubZone-owned businesses were targeted participants this year. Their attendance allowed them to discuss upcoming projects with more than 49 large contractors attending the conference. “We are doing fine in 8A and small disadvantaged businesses,” Griggs said, “so we targeted the groups we have fewer of.”

Center project and program managers participated in more than 450 one-on-one appointments. These sessions allow the visiting businesses to be individually briefed on projects and also give them the opportunity to present their company’s individual capabilities to the managers.



Photo by Becky Proaps

Sherry Masters, chief, Internal Review, introduces Col. John Rivenburgh, commander, Huntsville Center. Rivenburgh gave the command overview briefing to a full house of contractors.

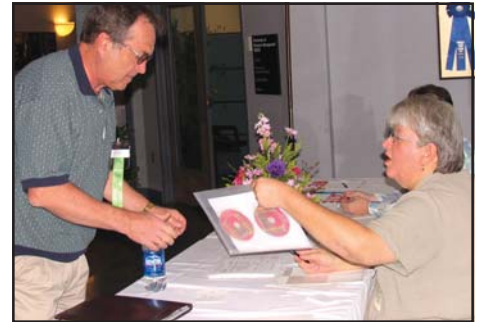


Photo by Becky Proaps

Kim Kirkland, right, Installation Support, explains the contents of the information packet to one of the 263 open house attendees.



Photo by Becky Proaps

Annette Biddle, Contracting, left, and Dawn Scott, Contracting, organize name tags and pre-registration information for the 7th Annual Small Business Open House April 5.



Photo by Jo Anita Miley

Michael Collum, Contracting, prepares to give his briefing about contracting opportunities with the Huntsville Center during the 7th Annual Small Business Open House April 5.

Installations send less waste to landfills

Army News Service

WASHINGTON, D.C. — Installations throughout the Army are applying the principles of sustainability as they build, renovate and demolish facilities. A policy put in place early this year requires that all new construction, demolition and renovation contracts include the diversion of at least 50 percent of the waste from the landfill.

“As the Army continues to transform and recapitalize its assets through facility removal and new construction, there will be many opportunities ahead to practice the techniques of sustainability through implementation of this new policy,” said Ed Engbert, a program manager at the U.S. Army Environmental Center. More than 1.4 million tons

of construction and demolition debris was generated by the Army in 2004 alone, Engbert said.

“Deconstruction is a new approach to dealing with construction and demolition wastes that formerly were literally just swept under the carpet,” said Bill Eng of the Facilities and Housing Directorate in the Office of the Assistant Army Chief of Staff for Installation Management.

“Long-standing practices where excess, old buildings were demolished and hauled off to inert dump sites at supposedly very low costs, were in actuality very wasteful of our resources. The materials themselves could have been recovered for reuse with little or no rework if handled properly (wood beams, metals, concrete masonry materials, etc.) or

reprocessed on site or locally into usable building materials, thereby avoiding the energy required to mine, harvest and transport virgin stocks and raw materials to processing plants, mills or smelters,” Eng said.

Deconstruction also reduces the volume of materials that must be disposed of in a landfill or incinerator.

“By maximizing the amount diverted, we save valuable landfill space on our installations or reduce the cost of hauling and disposing of waste at off-post landfills,” Engbert said.

The world of recycling is mature enough that more and more nontraditional companies exist in the “food chain” of facility removal and waste management services, Engbert said. Many have developed business

models that specialize in the labor, transportation, storage or retail aspects of recovering used building materials for reuse or recycling.

These service providers operate with an awareness that consumer demand for low-cost and/or architectural salvage of used building materials is increasing, and so is the traditional cost of transporting and disposing of construction and demolition waste in a commercial landfill, he added.

“Deconstruction is the most innovative thing that has happened in the infrastructure business since the pyramids. Maybe that’s a bit over the top, but it comes close,” Eng said.

(Editor’s note: Information provided by the U.S. Army Environmental Center.)

Memorial Day celebrated last Monday of May

Memorial Day was originally known as Decoration Day because it was a time set aside to honor the nation’s Civil War dead by decorating their graves. It was first widely observed on May 30, 1868, to commemorate the sacrifices of Civil War Soldiers, by proclamation of Gen. John A. Logan of the Grand Army of the Republic, an organization of former Sailors and Soldiers.

During the first celebration of Decoration Day, Gen. James Garfield made a speech at Arlington National Cemetery, after which 5,000 participants helped to decorate the graves of the more than

20,000 Union and Confederate Soldiers buried in the cemetery.

This 1868 celebration was inspired by local observances of the day in several towns throughout America that had taken place in the three years since the Civil War. In fact, several Northern and Southern cities claim to be the birthplace of Memorial Day, including Columbus, Miss.; Macon, Ga.; Richmond, Va.; Boalsburg, Pa.; and Carbondale, Ill.

In 1966, the federal government, under the direction of President Lyndon Johnson, declared Waterloo, N.Y., the

official birthplace of Memorial Day. They chose Waterloo — which had first celebrated the day on May 5, 1866 — because the town had made Memorial Day an annual, community-wide event during which businesses closed and residents decorated the graves of Soldiers with flowers and flags.

By the late 1800s, many communities across the country had begun to celebrate Memorial Day and, after World War I, observances also began to honor those who had died in all of America’s wars.

In 1971, Congress declared Memorial Day a national holiday to be celebrated the last Monday in May.



**Memorial Day
May 29**

Corps capitalizes on years of military experience

By Jo Anita Miley
Public Affairs Office

A new project manager is bringing 14 years experience and love of the job to the Coalition Munitions Clearance (CMC) Program in Iraq. Richard Dooley, recently hired by the Engineering and Support Center — Huntsville, has experience in the munitions' field: first as a Marine, next as a government contractor and now as a civilian employee.

Dooley volunteered for deployment to Iraq and serves as a project manager for the Legacy Ammunition Depot, part of the CMC Program in Iraq. He has spent the past two years in Iraq at various remote locations.

Dooley said he continues working in the ammunition field because he likes his job.

"I initially went to Iraq as an ammunition contractor with another company back in early 2004," Dooley said.

"When an opportunity arose to work with the



Courtesy photo

Richard Dooley, left middle, instructs Iraqi workers at a Legacy Ammunition Depot worksite in Iraq. Dooley is a project manager for the depot.

Corps of Engineers, I applied and went home for some leave with my family for a few weeks," Dooley said. After I accepted the position with Huntsville Center, I returned to Iraq. I enjoy what I do; so why not do it for the government again? I was also a Marine Corps ammunition officer prior to my working as a contractor employee. So I guess this job was tailor-made for me."

The Connecticut native has traveled extensively around the globe during his career with the federal government.

"My greatest sacrifice has been being away from my family," Dooley said. His wife and two children have really had to make adjustments during my deployments, he said.

"Unless you have been deployed over here, it's hard to explain," Dooley said. "It has been a sacrifice. My wife knows that I love what I do, and she is behind me 100 percent. It has been tough for the last two years, especially on my children; but she and my sons know that I will call every day; come home every 90 days, and we always go on a nice vacation while I'm home."

On the other hand, there are other members of his family that find it harder to accept his being deployed to

Iraq, since he also has a younger brother who is often deployed to Iraq as well. "So this is really a family affair," Dooley said.

"I was reared by my grandmother, and she finds it a little harder to accept that we both are so heavily involved in the war effort."

The CMC program's primary focus is cleaning up all the munitions that have been scattered around Iraq, or left in unsecured locations. By doing this, hundreds of jobs have been created for the local economy.

Since 2003, Huntsville Center representatives and their contractor partners have diligently sorted tons of captured enemy munitions in Iraq. Their goal was to destroy the mountain of munitions stockpiled by Saddam Hussein that were deemed unusable and



Courtesy photo

Contractors and Iraqi locals prepare weapons for destruction at Legacy Ammunition Depot in Iraq.

See Dooley on page 10

continued from page 1

aspect of the course materials they covered.

The course is designed to help individuals understand their strengths and to use those strengths to help build successful team and work partnerships.

For some in the class, it helped them learn more about themselves.

"One of the biggest advantages to participating in LDP II is that you learn about yourself and others," said Darlene Stapler, project management specialist, Ordnance and Explosives Directorate, Coalition Munitions Clearance Program.

"When evaluating our motivational value system, I was surprised that I was the only one in the group that was a 'lion,'" said Cheryl Renz-Olar, project management specialist in the Medical Repair and Renewal Division. "When things are good, I am assertive-nurturing; when things are in conflict I am assertive-directing."

"One of the challenges of the class is facing the man or woman in the mirror," said Keshia Appkins, project management specialist, Ordnance and Explosives Division in the Chemical Warfare Materiel Design Center. "I'm sure we can all agree that we discovered some good, some bad and some

Congratulations to the LDP II Class

**Cheryl Renz-Olar
Emily Baine
Darlene Stapler
Dustin Ray
Chris Cochran
Keshia Appkins
David Jacobs
Deborah Walker
Thad Stripling**

**Jean Allan
Bob Schneible
Chris Newman
Ginger Gruber
William Noel
Quintessia Fuller
Susanna Schorn
Audrey Nore
Todd Watts**

"Individuals have to realize that if you want to participate in LDP it is a great commitment; the more time and effort you put into the class, the more rewards you will reap," Stapler said.

Most graduates said they would recommend the class to others.

"The biggest advantage of taking this course is the benefit of networking with mentors who have taught the LEAD course, who have taught the Leadership

Skills for Non-Supervisors Course and working with the strengths coach," said

Jean Allan, project management specialist, Ordnance and Explosives Design Center. "Also getting the opportunity to be in contact with and getting to know so many wonderful people who are not in our immediate work area, but who work in the

indifferent things about ourselves." Col. John Rivenburgh, commander of the Huntsville Center, spoke to the LDP graduates before the presentations and afterwards when he presented each of them with a completion certificate. He encouraged them to use the skills they had learned during the class to their advantage.

"LDP is a valuable additional tool in your tool box," he said. "Use what you have learned to better serve our nation's Soldiers and their families. This is a building block for your future — your willingness to take responsibility for your future speaks well of who you are and where you want to go."

Most of the presentations were based on different aspects of five books the group read and studied during the course.

The course develops leaders at all levels, provides a consistent set of leadership tools and exposes individuals to leadership opportunities. But it does take a commitment of time and energy.

building. This puts meat into the meaning of knowing your project delivery team."



Photo by Becky Proaps

Dr. Michelle M. Crull, left, receives the Commander's Award for Civilian Service from Col. John Rivenburgh, Huntsville Center's commander, for her hard work and dedication toward LDP II.

For more information about LDP, go to the Huntsville Center Web site. Look under Business Management Office; click on Human Capital Management.



Photo by Becky Proaps

Cheryl Renz-Olar begins the Leadership Development Program Level II presentations with "Who Moved My Cheese? — Dealing with change at work."



Photo by Becky Proaps

Col. James Darienzo, from Huntsville Center, spoke with the fifth-grade classes at University Place Elementary School, Huntsville, Ala., about Earth Day and its importance.

Center sponsors mock environmental exercise to celebrate 36th annual Earth Day

**By Andrea Takash
Public Affairs Office**

Fourth- and fifth-grade students donned personal protective clothing in preparation for a mock environmental exercise, where they learned first-hand how Huntsville Center completes an environmental field investigation.

The University Place Elementary School students celebrated the 36th anniversary of Earth Day April 20 by walking through the whole process, from the sampling of the mock chemicals to a personal wash-down.

"Each student played a role. Some students sampled the soil, some participated in the wash-down and others acted as public affairs specialists by handling the mock media and public," said Steve Willoughby,

technical manager for the Electronic Security Center.

Willoughby attended University Place Elementary School and said he had fond memories of the school.

"It was great to be back at my elementary school and participate in such a fun exercise," Willoughby said. "I think children retain more from a hands-on activity."

Before the children started, Huntsville Center volunteers described the Corps' role in environmental investigations and gave them the scenario for the exercise.

"We explained that our research led us to believe that the ground had been contaminated with 'Methyl Ethyl Sue Goo.' We told them that we were sending

in teams to take soil samples of this very dangerous contaminant of concern," said

Audrey Nore, environmental engineer.

More than 100 students participated in the event. Each grade was divided into six groups. The volunteers set up three work zones for the scenario.

"We gave the students spoons to collect the soil. They mixed the soil in the bowls to get a good representative sample," Nore said. "Our work zones included the hot zone where the contaminated soil was located; the decontamination zone where the students were rinsed and scrubbed and removed their personal protection clothing to prevent spreading the contaminant; and the support zone where the emergency responders and safety specialist stood-by in case of an accident."

The teachers from both grades stayed to watch their students learn about environmental field work and participate in the activities.

"This was a great hands-on experience for the children to get to role play with a hazardous toxic waste situation," said Melissa Thomison, fourth-grade teacher at University Place Elementary School. "They have never had the chance to participate in such a fun and educational event for Earth Day."



Photo by Becky Proaps

Anna Griggs, Installation Support, lays out latex gloves that will be used by the children during the mock environmental clean-up April 20.



Photo by Becky Proaps

Kathyreen Conway, right, Engineering Directorate, and Dustin Ray, Engineering Directorate, “contaminate” fourth-grade students during the mock environmental exercise April 20 at University Place Elementary School.



Photo by Becky Proaps

Dustin Ray, Engineering Directorate, oversees the wash-down of one of the University Place students while another student takes pictures as the public affairs specialist during the exercise.



Photo by Becky Proaps

Sherene Opichka, Engineering Directorate, looks on while three children from the fourth grade collect soil samples during the mock environmental cleanup exercise.

Mother's Day celebrates motherhood

Mother's Day is a holiday celebrated in many countries around the world, but not all nations celebrate on the same day.

In the United States, Mother's Day is always celebrated on the second Sunday in May. Many other countries such as Denmark, Finland, Italy, Turkey, Australia and Belgium also celebrate Mother's Day on the same day as the United States. England, however, celebrates Mother's Day on the fourth Sunday of Lent, and in Argentina it is the second Sunday in October. International Mother's Day is actually celebrated on May 11.

The earliest celebration honoring mothers dates back to the annual spring festival of ancient Greece

dedicated to Rhea, the mother of the Gods.

The Greeks would pay tribute with honey-cakes and fine drinks and flowers at dawn — much like our current

Mother's Day tradition of breakfast in bed. Early Christians celebrated this festival on the fourth Sunday of Lent in honor of the Virgin Mary.

Later, in England, an ecclesiastical order expanded the holiday to include all mothers, and decreed it as Mothering Sunday. Servants would have the day off and were encouraged to return home and spend the day with their mothers.

When the first English colonists settled in America they didn't really have time for many celebrations. The tradition of Mothering Sunday was discontinued

until 1872 when Julia Ward Howe (1819-1910), the author of the lyrics to the Battle Hymn of the Republic, organized a day for mothers

dedicated to peace.

In 1907, Anna M. Jarvis (1864-1948), a Philadelphia schoolteacher, began a campaign to establish a national Mother's Day in honor of her mother, Ann Maria Reeves Jarvis. She wrote hundreds of letters to

legislators and prominent businessmen on both state and national levels asking them to create a special day to honor mothers.

On May 10, 1908, the third anniversary of the death of Anna's mother, the minister of the Andrews Methodist Episcopal Church in Grafton, W. Va., (the church her mother had attended) gave a special Mother's day sermon honoring Mrs. Jarvis' memory. Anna handed out her mother's favorite flower, the white carnation.

In 1914, Anna's hard work finally paid off when President Woodrow Wilson made the official announcement proclaiming the second Sunday in May as a national holiday in honor of mothers.



Dooley

continued from page 6

identify any remaining serviceable munitions for future transfer to the new Iraqi Army.

With most of the demolition work completed, the scope of the program is changing and new missions have been added.

Since September 2003, Huntsville Center has destroyed more than 500 tons of munitions.

It has taken a lot of hard work and team effort to make sure program goals are met. Team members attribute their success to being able to work closely with contractors and the Iraqi people.

"Our project managers oversee the depots being run by the contractors,"

said Dennis R. Lacy II, also a project management specialist for the program.

"We also utilize a local labor force. Our mission is the receiving, storing and issuing of ammunition for the Iraqi Army. This can sometimes be a very difficult job. Our people put in very long hours to make sure the job gets done; many work 60 hours a week. The goal of the Army is the transitioning of these depots to Iraqi Army control," Lacy said.

"My project has destroyed tons of ammunition," Dooley said. "This ammunition would have possibly fallen into the hands of insurgents or other groups of this nature had it not been for us. In turn, these destructive devices could have caused harm to troops and

Iraqi civilians alike.

"The Corps has made Iraq a safer place. Serving our country in the war effort definitely makes an impact on your own life and job perspective," Dooley said. "I feel working in Iraq with people from all over the globe is a good experience, but, there's no place like home."

The CMC project will continue for two more years or until all the munitions work is complete. "I will remain in Iraq until the mission is completed," Dooley said. "But I miss my family, and look forward to my next visit home."

Dooley has adjusted to his new job as a civilian and feels that he has been in the right place at the right time.

New tools discussed at environmental conference

By Andrea Takash
Public Affairs Office

DENVER, Colo. — New tools for environmental management, cultural resources management, sustainability and military munitions projects topped the topics discussed at the Joint Services Environmental Management Conference March 20-23 in Denver, Colo.

James Connaughton, chairman, White House Council on Environmental Quality, talked about the overall area of progress with an integrated environmental management system.

“DoD is way ahead of other

environment and communities,” Davis said. “We must sustain the mission and secure the future.”

This means the Army’s vision for sustainability is long term, Davis said. However, there will be challenges to implement sustainable processes.

“The challenge for sustainability is that there is no separate budget for sustainability,” Davis said. Currently, the Army is developing a strategic environmental management plan. Davis expects a draft by the middle to late summer and to launch the campaign in the fall.

Many people from across the Corps spoke throughout the conference at breakout workshops.



Photo by Andrea Takash

Audrey Nore, environmental engineer, and Betina Johnson, Chemical Warfare Materiel Scoping and Security Study project manager, speak with Angelo Trunzo from the GPS Test Center of Expertise at Holloman Air Force Base, New Mexico, during the Joint Services Environmental Management Conference held in Denver, Colo.

organizations in collaborating on environmental stewardship projects,” Connaughton said. “Managing change is stewardship.”

Tad Davis, Deputy Assistant Secretary of the Army, Environment, Safety and Occupational Health, also discussed environmental management. He presented the Army’s strategy for the environment, which sets the course for success in the future.

“This strategy requires the Army to systematically think and act based on a triple bottom line: mission,

Jerry Hodgson, Omaha District’s Military Munitions Response Program Design Center manager, spoke about the former Lowry Bombing and Gunnery Range integrated Unexploded Ordnance technology model.

“We have been working at this 59,000-acre-site for the past eight years,” Hodgson said. “During that time, we performed historical research and a wide area assessment to determine only those areas known to have munitions containments.”

We were able to clean-up 42,000 acres. Out of the total 59,000 acres, 53,000 acres are ‘presumptively clean,’” Hodgson said.

The subject of munitions response was covered from a variety of angles. Betina Johnson, Chemical Warfare

Materiel Scoping and Security Study project manager at Huntsville Engineering and Support Center, focused on the application of the Chemical Hazard Evaluation Module portion of the Munitions Response Site Prioritization Protocol, also referred to as MRSP.

“The Corps conducted a nationwide effort at Formerly Used Defense Sites where historical documentation indicated that Chemical Warfare Materiel (CWM) had been used, produced, stored and/or tested,” Johnson said. “Our objectives for the CWM Scoping and Security Study were to identify, prioritize, manage and develop cost estimates for future actions.

“We developed several lessons learned from the studies,” Johnson said. “By using the Chemical Hazard Evaluation Module, the study team was able to develop a priority for each site, as well as gather information for assistance with future site sequencing. We also saved money by developing general public involvement materials that could be utilized at any suspect site.”

The benefit of outreach and partnering was another common theme echoed throughout the conference.

Bob Lubbert from the Headquarters U.S. Army Corps of Engineers’ Environmental Support Team addressed partnering with Native Americans. He introduced the audience to the Native American Lands Environmental Mitigation Program, also called NALEMP.

“For a project to be eligible for NALEMP, it must address environmental impacts that affect a federally recognized tribe, lands held in trust or protected status by the federal government or lands conveyed under the Alaska Native Claims Settlement Act, is the result of past DoD military

See Conference on page 16

Symposium

continued from page 3

you think funding will be.

Petraeus brought together the changes taking place in the Army to improve the way Soldiers fight, and the changes taking place on Army installations to support the fight by taking care of families and improving facilities for them to come back to.

"We are using lessons learned to improve doctrine and training techniques, which in turn impacts the way the installations approach upgrading facilities and programs," Petraeus said. "IMA is enabling all of this. Soldiers are coming home to attractive, clean, vibrant, first-class communities that include better housing, modern barracks, newer facilities, improved ranges and training areas and comprehensive family programs."

Use the Corps to extend garrison staffs

Strock urged attending garrison commanders, command sergeants major and other garrison members to consider the Corps of Engineers as an extension of their staffs. He emphasized the Corps' Regional Business Centers and Centers of Expertise.



Photo by Debra Valine

Mirko Rakigijja, director, Installation Support Center of Expertise, explains the types of services the Huntsville Center provides to the Army during a breakout session at the Installations Symposium April 4-6 in Kansas City, Mo.

One mission for the Corps is to provide safe, environmentally correct infrastructure at Army installations.

"At the end of the day, I see this as an execution opportunity," Strock said. "We need to get the type of infrastructure in place that the Army can count on."

To provide the Army with needed infrastructure with available resources and timelines will require changing the way the Corps and the Army approach military construction. Strock suggested standardizing facilities across the Army, using commercial business practices as much as possible and designing and constructing facilities with sustainment in mind.

"We need to permit more innovative approaches to construction," Strock said. "We need to group projects smartly. We want to turn contractors loose to use their own initiative and incorporate commercial experience as well as military experience."

To help installations plan for required missions, Strock offered that the Corps of Engineers has Centers of Expertise in various areas.

"We have a lot of programs we are very proud of that we do on behalf of the Army," Strock said. "Use the Centers of Expertise to get your missions accomplished. Huntsville Center is truly a national asset. They are supporting master planning."

In addition to the Centers of Expertise, the Corps has developed Regional Business Centers. "We mobilize the work force to tap into the expertise and knowledge," Strock said. "We move the work force from where it is to where it's needed."

Keep the main thing, the main thing: Providing readiness

To meet the challenges the Army faces, the Installation community must stay focused on the main thing, Rochelle said. Keeping the main thing the main thing is a tenet presented by Lean Six Sigma, a system being used by

the Army to streamline processes to cut costs and improve efficiency.

"Speakers today give us something to think about as we meet Army challenges," Rochelle said. "When we look at where we are today in providing support, we have to keep in mind that the main thing is providing readiness for our Soldiers. That is the challenge we wrestle with because occasionally we argue over what the main thing is. For example, is it opening a bowling alley or library, or is it providing for our Soldiers?"

Rochelle suggested planners take an enterprise-wide look at how projects are being accomplished.

"We must come to the table with other than just the same old solution set," Rochelle said.

By 2011, the Army will have more forces permanently stationed in the United States than it has had since 1945, Rochelle said.

To provide the type of installations and services needed by today's Soldiers, planners need to look at the communities outside the gate and see what services are being provided before attempting to duplicate some of those same services on the installation.

"Young Soldiers want computer hookups with WIFI, rather than bowling alleys or movie theaters that show movies available on DVD," Rochelle said.

"We have the level of comfort in the installation business to look critically and objectively at ourselves," Rochelle said. "That is what we have to do to find the savings we need. We need to make sure we are keeping the main thing the main thing; that we have good metrics to undergird thinking and expectations; and that we understand alignment — that which you measure can be tied back to the main thing. That which you reward can be traced back to the main thing. Strategic communication is the challenge ahead of us."

Children glimpse Center's career options

By Andrea Takash
Public Affairs Office

Huntsville Center celebrated the annual Take Our Daughters and Sons to Work Day April 27 with a full day of career shadowing.

Col. John Rivenburgh, Huntsville Center commander, kicked off the day with a history lesson on the U.S. Army Corps of Engineers.

"After they became acquainted with the Corps, the older children broke off into various career stops, while the younger children were treated to fun activities in the cafeteria," said Sonja Rice, equal employment opportunity specialist. "We had more than 60 children participate this year."

The career stops included recreation, computer technology and an interactive exercise entitled "One Door to the Corps."

"In the 'One Door to the Corps' activity, the children first participated in a mock unexploded ordnance exercise," Rice said.

Before the children started, Bob Selfridge, chief geophysicist, described the Corps' role in field investigations and gave them the scenario for the exercise.

"I explained that a grenade was found in the Huntsville Center parking lot," Selfridge said. "I told the children it was their job to survey the land to find out if there were more unexploded ordnances. Then, I gave them the



Photo by Becky Proaps

The children participating in the annual Take Our Daughters and Sons To Work Day met on the front steps of the Huntsville Center for a group photo before the day's activities began.



Photo by Allison Deuel

Brent Forsberg, left, and Xavier Norwood, middle, find mock unexploded ordnance while Casey Carpenter, left rear, and Gwynneth Williams watch.

proper equipment to search the parking lot, where there was a path set up with mock UXOs."

After the field investigation, the children branched off into specific career areas. They chose between legal, public affairs, budget and geophysics.



Photo by Becky Proaps

Debra Valine, left, explains the mechanics of laying out a page of the Bulletin to Katie Shelton and Lisa Selfridge, right.

"The career stops were a great opportunity for the children to work hands-on in areas they are interested in pursuing in the future," Rice said.

In the afternoon, the children gathered back together to receive certificates for their participation and provide feedback on the day.

"It was a very fun experience, and it expanded my career choices," said



Photo by Allison Deuel

April Rafael-Adams, center, works with Emanda Ortiz, left and Becky Allison.

Justin Barnett, eighth-grade student at Central School.

Ramos tries psychology, teaching before discovering his passion for engineering

By Norris Jones
Gulf Region Central District

BAGHDAD, Iraq — He started his career as a psychologist, then tried teaching math, but eventually discovered that engineering was his true calling.

Gerald Ramos is “Chief of Party” at U.S. Army Corps of Engineers Gulf Region Central District’s USAID Project Office in Baghdad’s International Zone. His staff currently oversees 30 projects valued at \$1.3 billion, from hospitals, to potable water treatment plants, sewage treatment plants, electrical generation facilities, as well as training programs.

Ramos jokes that in his fifth year as a certified psychologist the job was driving him crazy and he left the field. He jumped from job to job until he tried substitute teaching and learned he really enjoyed mathematics, how it works, the theorems, the logic, the beauty.

“Math was just elegant. I went from a soft science where everything was up to interpretation, to a hard science where there was no question as to whether an answer was right or wrong,” said Ramos in a distinct New York accent. (He was born and raised in New York, N.Y., which he identifies as,

“the town so nice they named it twice.”)

Although he had a master’s degree in psychology, he returned to the University of Texas El Paso and earned a bachelor of science degree in mathematics.



Courtesy photo
Gerald Ramos

He points out he was doing some math modeling as a consultant for a civil engineering professor there when he began looking into engineering as a profession.

He then earned a bachelor of science degree in engineering and at age 34 accepted a job with the U.S. Army Corps of Engineers “who offered me everything I was looking for — massive responsibilities at an early point in my new career along with international travel.

“I traveled all over the place,” he said. Assignments have included positions in the Japan Engineering District, the Far East District in Korea and the 6th Army Support Group in Germany. “I’m currently with the Medical Center of Expertise at the Corps’ U.S. Army Support Center in Huntsville, Ala., and I’m just loving it.” He works with the Army and Air Force on major renovation and repair projects, upgrading medical facilities to meet all state-of-the-art medical standards and codes.

“Our customers aren’t engineers or architects. They just know they want a new facility, and we provide them with modern, fully functional medical facilities meeting their needs,” Ramos said.

In November 2004, the 57-year-old reported to Gulf Region Division for a seven-month tour as the PW90 program manager, bringing potable water to the Iraqi people.

“Helping some of the poorer communities get clean drinking water for the first time in their history is something I’m proud to have been part of.”

He returned stateside for six months and requested another tour in Iraq. He reported back to Baghdad in March of this year.

Apart from his current USAID duties, Ramos is the project engineer for the \$4.6 million Academy of Health and Science being constructed in the International Zone. That facility will have the capacity to train 340 students interested in becoming Iraqi primary health care providers, nurses, medical technicians and public health administrators. The structure is comprised of two 8,762-square-foot, single-story

buildings which will feature 10 classrooms, two conference rooms, an auditorium, library, cafeteria and kitchen.

“There’s no question, Iraqi contractors face extraordinary difficulties. They and their laborers demonstrate tremendous courage every day just reporting to the job site. My responsibility is to mentor them so they know exactly what’s required to successfully complete the project. I find medical facilities to be absolutely fascinating.”

Ramos’ passion for engineering is clearly evident



Courtesy photo

Gerald Ramos, right, oversees a crew on one of many projects he is involved with in Iraq.

when seeing him talking to his Iraqi counterparts at a project site. He says engineering was definitely the right career choice. He’s served throughout the world and among his most gratifying assignments has been his work in Iraq helping some very needy families enjoy a better life.

Return to Katrina's 'ground zero' a great experience

By William Noel
Ordnance and Explosives
Design Center

Commentary

“Daddy, what can I do to help?” There it was again, that repeated question from my 17 year-old daughter, Breanna, who wanted to do more to help the victims of Hurricane Katrina than just let me deploy to Louisiana for a month of storm relief work. So when the opportunity came to go to Waveland, Miss., over her spring break in March and help rebuild storm-damaged homes, she jumped at the chance.

Having seen the results of Katrina's wrath before, it was fun watching and hearing the reactions of the other three people on my team. The emotional impact of being surrounded by the destruction drew gasps of surprise and a lot of shutter clicks.

Things are getting better in Waveland. Mountains of debris have been removed so you can drive most streets without fear of tires going flat. Federal Emergency Management Agency trailers stand scattered among the broken foundations along with the occasional tent. The area of total destruction extends more than a quarter-mile inland. Huge live oak trees that had withstood nature's wrath for centuries now have broken limbs or are uprooted. Stands of trees look like a yard that's been rolled on Halloween, except it isn't toilet paper 10 or 20 feet up — it's torn clothing, curtains, trash bags and other bits of household debris.

Driving through the total zone one morning I saw something that made me do a double-take. In front of a trio of steps beside a broken foundation, a woman stood pouring detergent into a washing machine. I had to get to the job site, so I thought I'd return and snap a photo at lunchtime. But when I went back the

washer and the woman were nowhere to be found. To one side I could see where a hose and extension cord had been run from a nearby FEMA trailer and a wet spot on the ground where it had drained. No picture, but my eyes had not been fooling me.

With insurance companies refusing to settle claims, virtually all the construction and repair work in the Waveland area is being done by faith-based volunteer groups. It was one of these groups that picked the house we were rewiring.

Arriving on a Monday morning, we found a man with a broken spirit who had lost all faith in God. Simon, the homeowner, told of the house being flooded 10 feet deep by the storm surge, then later losing his wife and 8 year-old son to a traffic accident.

For the first few months after Katrina struck, he lived in a pup-tent in his front yard. Hot meals came from various aid groups. He developed an intense dislike for MREs. Volunteers removed fallen trees from his yard. A church youth group gutted out the damaged interior of the house to the frame. A Red Cross worker brought him a cot and a sleeping bag, so he moved into the house. A FEMA trailer was installed in his driveway. Then his hope began eroding as days without change turned into weeks, then months.

On the first day we stripped out all the old wiring. During the next three days we replaced the breaker panel and the outside meter base, installed new

switch and outlet boxes and ran all new wires for electric, telephone, cable TV and doorbells. At noon on Thursday the city inspector made a five-minute visit, pointed to a couple of incomplete items and declared his approval.

Aaron Wildman, the licensed electrician in our group, later observed that in three days we had done what would normally take a team of professional electricians two weeks. But most amazing was watching Simon's faith restored. “I have to

believe there are angels and you are angels because only angels could do what you've done for me,” he declared as we finished our work.

We were declared “angels” again the next day when we did a breaker panel upgrade for Cassie, a first-grade teacher in nearby Bay St. Louis. Over the previous year she had lost both her husband and father. Katrina destroyed her

house facing the beach. Her temporary home became a FEMA trailer beside the 1920's-construction house where she had grown-up and that she is working to make livable.

After seeing the magnitude of what happened in the Waveland area and being touched by the immense need, we hated to leave. Several times on the way home and many times since Breanna has remarked of how the experience changed her perspective on life.

The experience had a similar impact on the other team members. Their enthusiasm caused others at church to begin asking when I will be leading another team back to Waveland. The answer — Oct. 8-15. That's fall break for the Madison County Schools.

Breanna is already counting down the weeks.



Photo by Breanna Noel

William Noel modifies a breaker cover panel at a house his team worked on in Bay St. Louis, Miss.

Ethics Corner

What are the rules for gifts from contractors?

**By Margaret Simmons
Office of Counsel**

The general rule is that a federal employee may not accept a gift from a contractor or contractor employees. Of course, there are exceptions.

Exception #1: A federal employee may accept a gift (as long as it is not cash), if the value of the gift does not exceed \$20. Also the employee cannot accept gifts that exceed the value of \$50 from that one contractor for the calendar year.

Exception #2: A federal employee may accept a gift (not cash) from a contractor employee if there is a personal friendship/relationship between the two. Also the contractor employee must have paid for the gift him/herself.

Exception #3: If a contractor is having an open house or reception considered to be a widely attended

gathering, and the federal employee's supervisor determines it is in the agency's interest for the employee to attend, then the employee can attend and accept a gift of refreshments.

Exception #4: A federal employee may accept an invitation that is open to the public, or all government or military personnel — for example, a military discount at a store.

Exception #5: A federal employee may accept an invitation that is offered to a group or class not related to federal government employment.

The above information only highlights the general rule and exceptions. You should bring the specifics of your situation to the Office of Counsel to determine if you can keep a gift or accept a gift that might be offered. Next month we will look at gifts between employees (including supervisors) and gifts to a contractor.

Conference

continued from page 11

activities, and is neither eligible for, nor included in, current DoD environmental programs," Lubbert said.

"This program benefits both the tribes and the Corps. Through our outreach efforts we have successfully developed cooperative relationships with the tribes," Lubbert said.

Mike Gooding, lead engineer for the Military Munitions Response Program at Huntsville Center, spoke about partnering for a successful project at the Culebra, Puerto Rico, Formerly Used Defense Site.

"There were many obstacles throughout the project," Gooding said. "From the distrust of the government to the language barrier, we overcame a lot in order to develop relationships with the stakeholders.

"We developed two main lessons learned from the project: be proactive and include stakeholders. If you don't have regulator and public involvement in your project, then you don't have a project," Gooding said.

Next year's Joint Services Environmental Management Conference will take place May 21-24 in Columbus, Ohio.

DEPARTMENT OF THE ARMY
U.S. ENGINEERING AND SUPPORT CENTER, HUNTSVILLE
P.O. BOX 1600
HUNTSVILLE, AL 35807-4301